

**CORPORATE LEADERSHIP COUNCIL**  
ISSUE BRIEF

***College Recruiting Functions***

*February 1999*

**Research Methodology**

**Executive Summary**

**Report Missions and Imperatives**

**Company Information**

**Research Findings**

- *How do companies structure their college recruiting functions?*
- *How do companies establish and maintain relationships with colleges and universities?*
- *How do companies present themselves on campus?*
- *How do companies measure the success of their college recruiting functions?*

This project was researched and written to fulfill the specific research request of a single member of the Corporate Leadership Council and as a result may not satisfy the information needs of other members. In its short answer research, the Corporate Leadership Council refrains from endorsing or recommending a particular product, service or program in any respect. Sources are contacted at random within the parameters set by the requesting member, and the resulting sample is rarely of statistically significant size. That said, it is the goal of the Corporate Leadership Council to provide a balanced review of the study topic within the parameters of this project. The Corporate Leadership Council encourages members who have additional questions about this topic to assign custom research projects of their own design.



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## **RESEARCH METHODOLOGY**

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In conducting research regarding college recruiting functions, the Corporate Leadership Council interviewed college recruiting and college relations managers and representatives at four United States corporations. In addition, researchers reviewed human resources publications, business journals and past Corporate Leadership Council studies produced on the topic.

## EXECUTIVE SUMMARY

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<b>Structure</b>	Two profiled companies have primarily centralized college recruiting functions, one company has a combination centralized/decentralized function (with a centralized group focusing upon relationship strategy and lines of business carrying out day-to-day recruitment activities), and one company has a structure that is decentralized by function.
<b>Relationship/ Strategy Teams</b>	Profiled companies have also established relationship/strategy teams that assist in devising and carrying out recruiting strategies for specific schools. These teams frequently consist of individuals from various levels within the organization, from senior executives to line managers and recent alumni.
<b>Funding</b>	Two profiled companies fund at least part of their college recruiting activities through a centralized budget; typically the centralized budget covers relationship-building costs, such as those involved with advertising and marketing. Costs related to day-to-day recruiting activities, including candidates' travel expenses, are paid for by lines of business. One company provides each functional human resources manager with a portion of a centralized Corporate Human Resources budget.
<b>Applicant Tracking Systems</b>	Profiled companies do not rely heavily upon applicant tracking systems. Two companies currently use <i>Restrac</i> as their only tracking system, and the remaining two companies use several different internally-designed systems.
<b>Recruiting Process</b>	Profiled companies' college recruiting processes are somewhat similar. Companies typically conduct a first round of interviews on-campus, fly candidates to corporate headquarters for a second round of interviews and then hold decision meetings either the same day as or within one week of the second round. Company A's second round day includes an assessment center for all candidates.
<b>Role of Line Managers</b>	Line managers play a significant role in the recruiting process at all profiled companies, participating in relationship/strategy teams and conducting some interviews. However, companies typically do not hold line managers accountable for specific goals related to college recruiting.
<b>Selecting Schools</b>	According to the individuals interviewed, the most critical factors in determining at which schools to recruit are: curriculum, diversity, location, prior hiring success and national academic ranking.

## EXECUTIVE SUMMARY

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### Maintaining Relationships

Profiled companies employ a variety of tactics to maintain relationships with colleges and universities. Examples of these tactics are presented below.

- ✧ Establish internships/externships for students and faculty; include current interns in on-campus activities to serve as company advocates
- ✧ Fund academic programs
- ✧ Maintain contact with professors and career services offices
- ✧ Volunteer corporate executives to guest teach classes

### Collateral Materials/Giveaways

To publicize the company name, profiled organizations typically give students free “giveaways” such as corporate logo frisbees, T-shirts, stress balls and key chains, as well as company brochures/literature.

### Advertising

Individuals interviewed emphasize the importance of projecting a single, unified corporate image when advertising on campus. Individuals note that given limited advertising budgets, it is essential to focus advertising dollars on a small number of “key” schools. Advertising methods include posters and some newspaper advertisements, although companies indicate that due to declining readership, newspaper advertisements are not always very effective. Two profiled companies work with external advertising agencies.

### Presentations

On-campus presentations frequently include senior-level executive participation. Presentation formats include *PowerPoint* slides, videos and question-and-answer sessions.

### Extending Offers

Profiled companies extend offers to candidates between one day and one week following the second round of interviews. Two companies give candidates between approximately two and eight weeks to respond, while the remaining two companies give candidates as much time as they need. All profiled companies follow-up via telephone with candidates to whom offers have been extended, and all companies solicit feedback (via telephone or written survey) from candidates who have turned down offers.

### Metrics

Profiled companies report that their average cost per hire for college recruiting ranges between \$5,500 and \$7,000. Of all profiled companies, Company A determines the success of its recruiting function most extensively.

## **REPORT MISSIONS AND IMPERATIVES**

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### **ORGANIZATIONAL STRUCTURE**

- (1) *What is the mission of the company's college recruiting function?*
- (2) *Please describe the organizational structure of the college recruiting function. Is the function centralized or decentralized?*
- (3) *How many individuals comprise the college recruiting function? What are the responsibilities of each position within the function? To whom does each position report?*
- (4) *Who pays for campus recruiting efforts? Are costs shared among different groups? Is there a centralized budget?*
- (5) *What applicant tracking/resume tracking system does the company use? Does the company use one or several systems company-wide? Who is responsible for tracking college recruits company-wide?*

### **RECRUITING PROCESS**

- (6) *Please describe the overall recruiting process (e.g., first interview, second interview, company visit, third interview, offer).*
- (7) *To what extent are line managers involved in the recruiting process? How are they selected to participate in the recruiting process? Are line managers held accountable for specific goals related to campus recruiting (e.g., through performance objectives, etc.)?*

### **DEVELOPING/MAINTAINING RELATIONSHIPS WITH SCHOOLS**

- (8) *How does the company select the schools at which it recruits (e.g., location, curriculum, diversity, academic excellence)?*
- (9) *What strategies does the company use to interface with universities (i.e., maintaining relationships with student organizations, faculty, career services offices, etc.)? Who maintains these relationships?*

## **REPORT MISSIONS AND IMPERATIVES**

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### **ON-CAMPUS**

- (10) *How many individuals does the company send to recruit at each school? Who are these individuals (e.g., executives, recent graduates/hires, line managers, middle managers, recruiters, human resources staff, etc.)?*
- (11) *What types of collateral materials does the company distribute?*
- (12) *How does the company advertise on-campus? Is the company's advertising strategy consistent across campuses?*
- (13) *Please describe the format of on-campus company presentations.*

### **EXTENDING OFFERS**

- (14) *Who extends offers to college recruits?*
- (15) *When does the company extend offers to undergraduates? Fall? Spring?*
- (16) *How long does the company give candidates to respond to offers? How does the company maintain communication with candidates after extending offers?*

### **MEASURING THE SUCCESS OF COLLEGE RECRUITING**

- (17) *Please provide the following metrics:*

- Cost-per-hire
- Time-to-fill
- Interview/offer ratio
- Offer/hire ratio
- College hire retention rate

*Does the company utilize additional metrics to evaluate the success of its college recruiting function?*

- (18) *Does the company attempt to collect feedback from students who reject offers? If so, please describe the process.*

## COMPANY INFORMATION

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	Number of Employees	Revenues	Industry
Company A	More than 100,000	More than \$20 billion in revenue	Retail
Company B	Between 60,000 and 100,000	More than \$50 billion in assets	Financial Services
Company C	Between 7,500 and 20,000	Between \$2 billion and \$5 billion in revenue	Medical Devices
Company D	Between 60,000 and 100,000	Between \$2 billion and \$5 billion in revenue	Retail



## RESEARCH FINDINGS

### ORGANIZATIONAL STRUCTURE

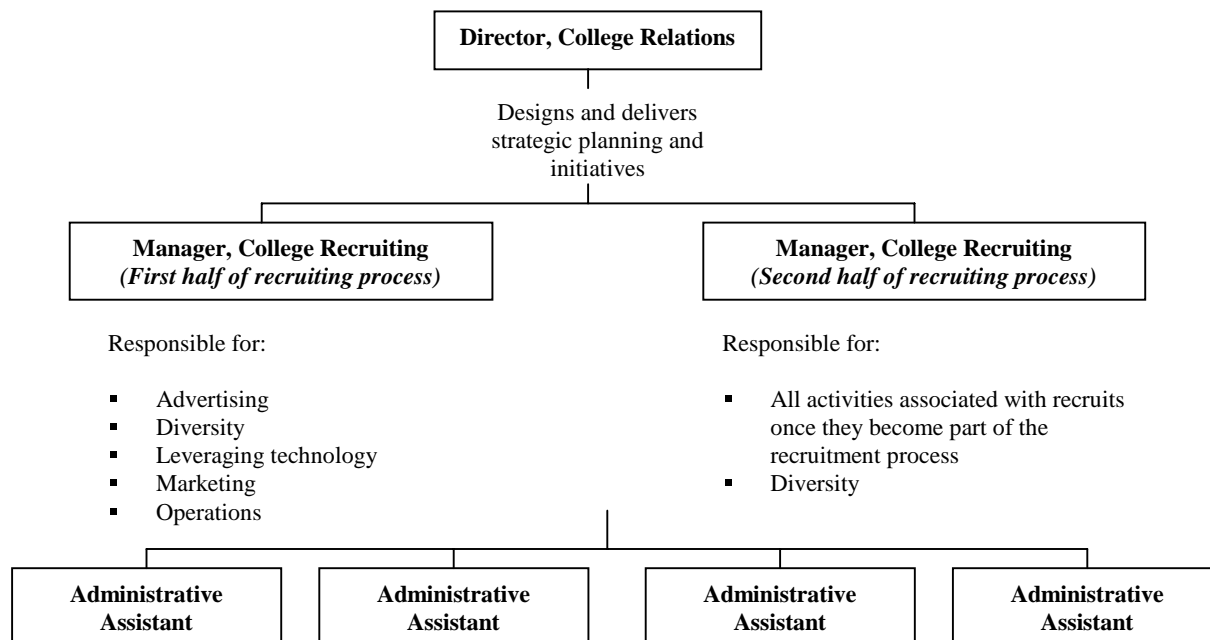
Presented below and on the following four pages are the organizational structures of profiled companies' college recruiting functions.

#### COMPANY A'S COLLEGE RELATIONS DEPARTMENT

##### Mission

*To field a management bench for the future; Company A's college relations function strives to hire individuals that possess the core competencies necessary to become future business leaders of the company.*

Company A's college recruiting function is primarily centralized. College Relations coordinates corporate-wide recruiting strategy and interacts with a total of approximately 550 individuals selected as recruiters throughout the organization.



##### Recruiters (Approximately 550)

- Outstanding employees selected by business human resources managers and College Relations to serve as recruiters throughout the organization
- Include all levels of employees in various functions, from vice presidents to store managers and line managers; also include recent graduates and current management trainee program participants.
- Considered a privilege to participate
- Recruiters comprise teams dedicated to each of the 84 schools at which company recruits

## BANK B'S UNIVERSITY AND STUDENT RELATIONSHIPS DEPARTMENT

### Mission

*"[To] create competitive advantage for [Bank B] by building employee brand and creating strategic alliances with key universities and external organizations to attract, develop and retain high-quality, diverse talent"*

Bank B's college recruiting function is both centralized and decentralized. The centralized University and Student Relationships department focuses on building relationships with colleges and universities, while actual recruiting activities are decentralized by lines of business.

### CENTRALIZED COLLEGE RELATIONS

**Vice President, Manager,  
University and Student  
Relationships**

**Vice President,  
Manager,  
Undergraduate  
Recruiting**

**Assistant Vice  
President,  
Manager,  
MBA  
Recruiting**

**Vice  
President,  
Internal  
Development  
and Retention**

Manages both  
undergraduate  
and graduate  
programs

**Assistant Vice  
President,  
Manager,  
Feeder  
Programs**

"Feeder programs"  
include all internship  
and scholarship  
programs, including  
*Inroads*, *Smart Start*  
and internships with  
historically black  
colleges (HBCs)

**Vice  
President,  
Manager,  
Human  
Resources  
Program  
Recruiting  
and Career  
Dynamics**

Only position  
within function not  
dedicated solely to  
college recruiting

### DECENTRALIZED RECRUITING PARTICIPANTS

**Assistant Vice Presidents, Recruiters,  
Non-Global Bank**

Coordinate recruiting efforts for lines of  
business within Non-Global Bank

**Vice Presidents, Recruiters,  
Analyst Programs, Global Bank**

No direct reporting relationship to  
University and Student Relationships

### Relationship Management Teams

- Comprised of a *senior relationship manager* (typically a vice president), *campus captain* (an individual associated with one line of business who serves as a liaison between the team and the line of business) and several additional *recruiters* (including line managers, recent graduates/alumni and other "enthusiastic representatives" of the bank); total number of team members is typically between 10 and 20.
- Responsible for strengthening relationship with and overseeing the recruiting process for a specific school
- Global Bank currently has a team for every school at which it recruits, while Non-Global Bank currently has only four teams in place (one for each of the historically black colleges at which the bank recruits); Non-Global Bank plans to expand number of relationship management teams.

## COMPANY C'S EMPLOYMENT/COLLEGE RELATIONS DEPARTMENT

### Mission

*To attract and retain the best college candidates*

Company C has a mostly-centralized college recruiting function within Employment; currently, only technical recruiting is decentralized. With the exception of technical recruiting, most of the company's college recruiting focuses upon MBAs; the majority of information pertaining to Company C in this report refers to MBA recruiting.

### Director, Employment

### Manager, College Relations

- Assists strategy teams with candidate selection
- Coordinates scheduling for second round interviews
- Coordinates strategy teams
- Develops metrics
- Develops on-campus presentations
- Develops school-specific strategies
- Trains interviewers

### Coordinator, College Relations

- Coordinates interview times and schedules with campuses
- Drafts offer letters
- Fields telephone calls
- Makes candidate travel arrangements
- Sends out all necessary materials

### Strategy Teams

- Cross-functional/cross-divisional teams exist for each school at which the company recruits
- Teams consist of approximately eight individuals of all levels, including line managers, line human resources representatives and senior managers; these individuals may also be alumni
- Two senior vice presidents (or other senior managers) sponsor each team; one of these individuals conducts the on-campus presentation
- Teams are responsible for maintaining relationships with schools
- Between three and four members of each team typically go on-campus to interview candidates

## COMPANY D'S FUNCTIONAL COLLEGE RECRUITING DEPARTMENTS

### Mission

*To understand clients' needs and hire the best people to fulfil those needs; to build relationships, ensure diversity and ensure that offers are competitive*

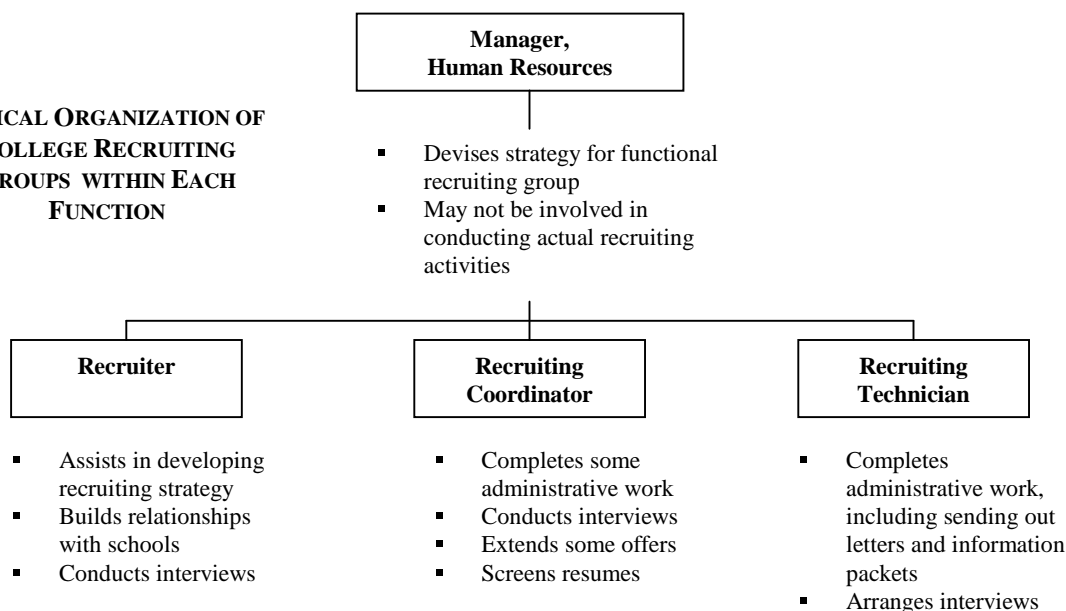
Company D's college recruiting function is decentralized by function. Each of the functions presented below develops and executes its own recruiting strategies:

- Advertising
- Finance
- Information Systems
- Merchandising
- Property Development

Although decentralized, functions within corporate headquarters nevertheless share information with one another. Functions also partner across other operating companies within Company D; currently, one function holds an annual "summit" meeting that includes recruiters from all of the organization's operating companies. Company D hopes to implement this practice across all functions in the future.

Presented below is the structure of College Recruiting within each of the aforementioned functions; please note that in some functions, the recruiting coordinator and the recruiting technician report to the recruiter, who in turn reports to the manager of human resources.

### TYPICAL ORGANIZATION OF COLLEGE RECRUITING GROUPS WITHIN EACH FUNCTION



### Executive Captains

Within each function, the human resources manager appoints an individual who serves as an "executive captain," or sponsor, for each school at which that function recruits. This individual drives recruiting efforts at a specific school, conducts interviews and gives on-campus presentations.

### *College Recruiting Funding*

Profiled companies fund college recruiting activities as presented below.

<b>COLLEGE RECRUITING FUNDING</b>	
<b>Company</b>	<b>Who pays for campus recruiting efforts?</b>
<b>Company A</b>	<ul style="list-style-type: none"> <li>Advertising, marketing, <i>etc.</i> are corporate shared costs</li> <li>College relations group is part of shared services function; thus, clients (lines of business) pay College Relations according to the size and scope of their recruiting efforts</li> </ul>
<b>Bank B</b>	<ul style="list-style-type: none"> <li>University and Student Relationships group pays for all corporate-related recruiting activities, <i>i.e.</i>, any activity suggested by relationship management teams that involves publicizing Bank B's name on-campus</li> <li>Lines of business pay for actual recruiting activities, including travel expenses, space costs, mailing costs, <i>etc.</i></li> </ul>
<b>Company C</b>	<ul style="list-style-type: none"> <li>Centralized budget through Corporate Employment</li> <li>Supplemental interviewing and recruiting activities paid for by divisions</li> </ul>
<b>Company D</b>	<ul style="list-style-type: none"> <li>Centralized budget through Corporate Human Resources</li> <li>Corporate Human Resources divides centralized budget among individual human resources managers to use as they see fit</li> </ul>

### *Applicant Tracking Systems*

<b>APPLICANT TRACKING SYSTEMS</b>			
<b>Company</b>	<b>System</b>	<b>One or several systems company-wide?</b>	<b>Who is responsible for tracking college recruits company-wide?</b>
<b>Company A</b>	Company uses <i>Restrac</i> * to scan resumes so that it may track candidates' progress during the interview process	One system	College Relations function
<b>Bank B</b>	Company uses internally-designed system to track resumes	More than one system; Global Bank has access to University and Student Relationships' system, but also has own internally-designed system in place	No one group or individual is responsible for tracking college recruits company-wide
<b>Company C</b>	Company recently implemented <i>Restrac</i>	One system; all divisions will be able to access system	College relations manager and coordinator
<b>Company D</b>	Company uses different systems; <i>e.g.</i> , Merchandising function uses <i>Excel</i> in conjunction with an external retrieval system	Several systems; each function uses different system	Individual functions

\*To enable the college relations function to focus more upon strategic issues, and because the organization is not satisfied with the *Restrac* product, Company A plans to transition to an outsourced, Internet-based tracking system during the second or third quarter of 1999.

## RECRUITING PROCESS

Profiled companies' college recruiting processes are presented on the following four pages.

### COMPANY A'S COLLEGE RECRUITING PROCESS

#### STEP ONE

##### Career Fair

A minimum of two experienced recruiters and one or two current trainees attend on-campus career fairs. Some of these same individuals may return to conduct interviews.

#### STEP TWO

##### First-round campus interview

- Interviewers are members of a hand-picked group of 550 company-wide recruiters, which includes executives, line managers and former program participants; approximately one fifth of these individuals participate in on-campus recruiting activities each semester. Line managers are not currently held accountable for specific recruiting goals.
- Company internally certifies all interviewers, instructing them in behavioral interviewing techniques, company history/information and details concerning the second round interviewing process

#### STEP THREE

##### Second Round

Company flies candidates to corporate headquarters to participate in the "Second Look Program," which includes an assessment center and the following:

- Group exercise
- Leadership skill inventory
- Lunch
- Two additional interviews
- Hiring decision meeting

##### Team Case Study

- Developed internally
- Recruiters observe candidates as between four and six candidates try to work through a case study together
- Recruiters seek competencies such as assertiveness, composure, communication skills

##### Leadership Skill Inventory (LSI)

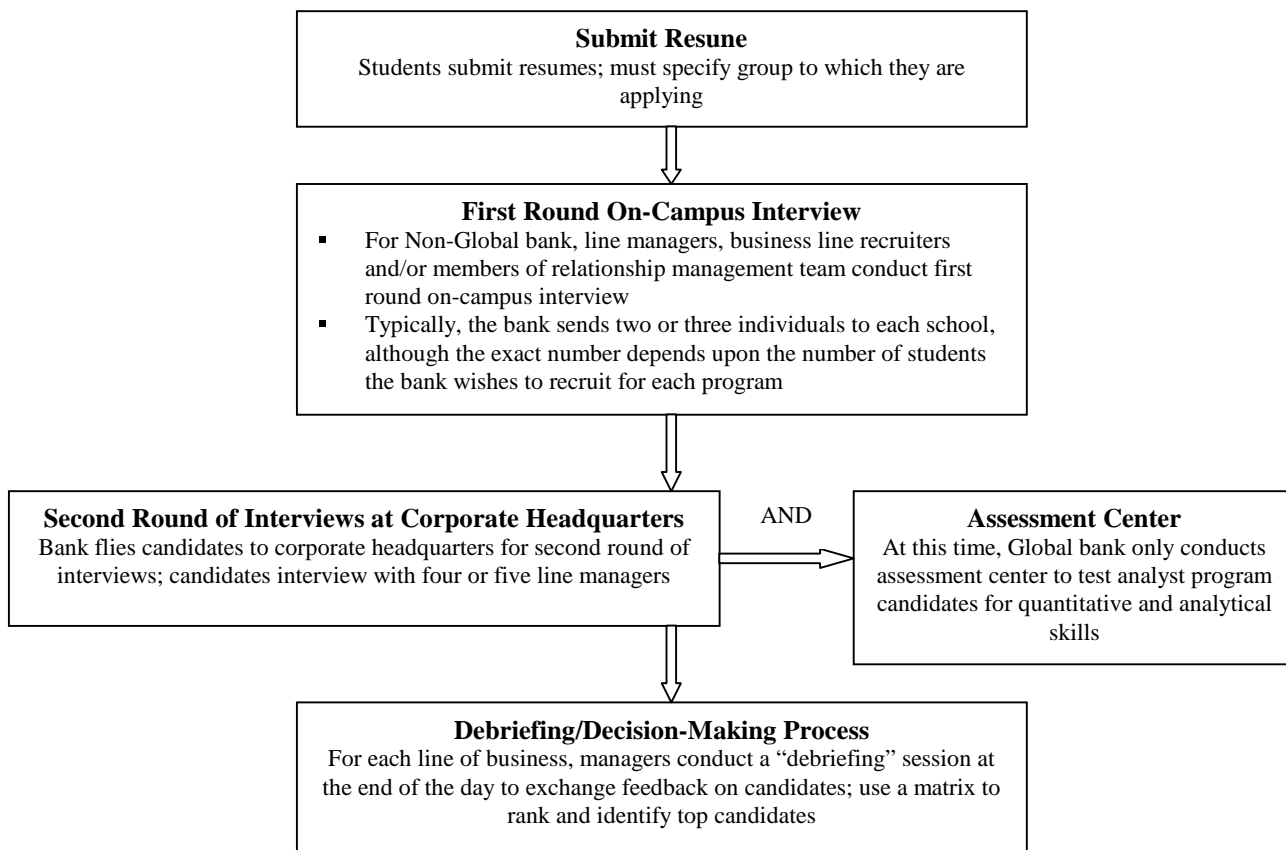
- Written assessment tests for 12 company-wide leadership skills, including:
- Thought agility
  - Problem-solving skills

##### Decision-Making Process

Recruiters use the offer decision matrix presented below:

- 4 offers = extend offer
- 3 offers, 1 rejection = extend offer (unless rejection occurs because recruiter feels individual lacks integrity)
- 2 offers, 2 rejections = typically turn down candidate
- 1 offer, 3 rejections = turn down candidate
- 4 rejections = turn down candidate

### **BANK B'S COLLEGE RECRUITING PROCESS\***



\*Unless otherwise specified, process refers to on-campus Non-Global bank recruiting

NOTE: Depending upon line of business, some line managers may be held accountable for recruiting goals. Within the Global bank, recruiters receive incentives based upon the amount of time they contribute to the recruiting process.

## COMPANY C'S COLLEGE RECRUITING PROCESS

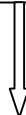
### First Round On-Campus Interview

- Candidates complete two interviews with members of strategy team; may interview with human resources representative and functional employee
- Typically three or four members of each strategy team actually go on-campus to conduct recruiting activities



### Second Round of Interviews at Corporate Headquarters\*

- Company holds one or two "second round days" during which candidates complete between six and eight interviews with a range of employees, including Human Resources representatives, line managers and other members of strategy team; company sets up several cubicles in an auditorium to use to conduct interviews
- The evening before the second round day, a director- or vice president-level Company C employee takes all candidates out to dinner. The next day, a senior officer and/or a junior officer attend a breakfast and a lunch for candidates; the CEO frequently also attends the lunch.



### Decision-Making Process

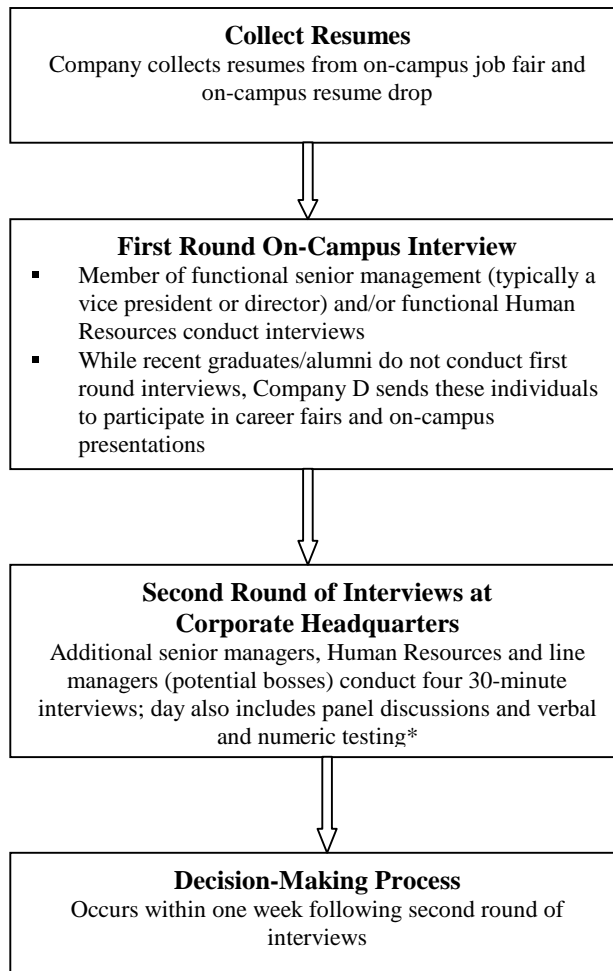
Recruiters strive to make hiring decisions at the end of the day following the second round of interviews; however, the process may take up to three days.

\*Company C occasionally asks a small number of candidates to return to corporate headquarters for a third round of interviews

NOTE: Line managers are not held accountable for specific goals related to college recruiting.



## COMPANY D'S COLLEGE RECRUITING PROCESS



\*Line managers are not held accountable for specific goals related to college recruiting.

## DEVELOPING AND MAINTAINING RELATIONSHIPS WITH SCHOOLS

### *Selecting Schools at Which to Recruit*

Individuals interviewed at profiled companies indicate that they weigh the following factors most heavily when determining where to conduct college recruiting.

#### KEY FACTORS IN SELECTING COLLEGES AND UNIVERSITIES AT WHICH TO RECRUIT

- **Curriculum** — Whether school has industry- or function-specific focus or programs
- **Diversity** — May include recruitment at historically black colleges
- **Location** — Proximity to company and its divisions
- **Prior Success** — Whether company has historically hired a number of candidates from a particular school
- **Ranking** — According to national rankings such as *U.S. News and World Report*

### *Interfacing with Colleges and Universities*

Profiled companies employ the following tactics to ensure that they establish and maintain relations with the schools at which they recruit.

STRATEGIES FOR INTERFACING WITH COLLEGES AND UNIVERSITIES		
Company	Strategies	Who is responsible for maintaining relationships?
Company A	<ul style="list-style-type: none"> <li>▪ Actively participate with college faculty, board</li> <li>▪ Attend National Association of Colleges and Employers (NACE) functions and events</li> <li>▪ Remain active with certain universities' retail programs</li> <li>▪ Visit classrooms</li> <li>▪ Volunteer to conduct on-campus activities such as sponsoring resume-writing sessions</li> <li>▪ Work with professional business fraternities and diversity groups</li> </ul>	Director of College Relations
Bank B	<ul style="list-style-type: none"> <li>▪ Establish internships and externships for students and faculty</li> <li>▪ Give students tours of the bank; invite them to speak with current employees</li> <li>▪ Hold on-campus pizza parties</li> <li>▪ Include current interns in on-campus activities to serve as company advocates</li> <li>▪ Maintain close relationships with professors, particularly ones who teach classes that historically have produced successful candidates</li> <li>▪ Send high-profile employees to speak in classrooms and at clubs</li> </ul>	University and Student Relationships function and relationship management teams

STRATEGIES FOR INTERFACING WITH COLLEGES AND UNIVERSITIES (CONTINUED)		
Company	Strategies	Who is responsible for maintaining relationships?
Company C	<ul style="list-style-type: none"> <li>▪ Maintain relationships with faculty and career services offices<sup>1</sup></li> <li>▪ Offer company employees to speak or facilitate discussions</li> <li>▪ Senior executives may occasionally visit campuses and hold class discussions</li> </ul>	Strategy teams
Company D	<ul style="list-style-type: none"> <li>▪ Build relationships with career services offices and professors</li> <li>▪ Encourage alumni to maintain contact with clubs and other campus groups</li> <li>▪ Give presentations to classes/send employees to speak at schools</li> <li>▪ Include current interns in on-campus activities to act as company advocates<sup>2</sup></li> <li>▪ Invite professors to visit corporate offices</li> </ul>	Human Resources typically handles relations with career services offices, while executive captains for schools typically maintain contact with professors and other faculty

## ON-CAMPUS

### *Collateral Materials*

In addition to offering annual reports, company and program-specific brochures and recent articles mentioning the company, profiled organizations offer the following company-logo “giveaways” to students when they visit campuses.

COMPANY LOGO “GIVEAWAYS”
Briefcases
Frisbees
Hats
Key chains
Magnets
Pens/pencils/highlighters
Stress-relief toys/balls
Tote bags
T-shirts
Water bottles

One individual interviewed finds that practical items — as opposed to strictly “fun” ones, such as toys and games — may be particularly effective; when the company asked students what types of giveaways they would prefer, the overwhelming response was, “something [we] can use.”

<sup>1</sup> The individual interviewed comments that donating contributions to schools and sponsoring projects is quite effective; however, Company C currently does this infrequently.

<sup>2</sup> The individual interviewed rates this as one of the most effective methods of maintaining college/university relations, as students are very interested in speaking with someone close to their age who knows the company well.

### *On-Campus Advertising*

Presented below are on-campus advertising methods and techniques used by profiled companies.

#### **Advertising agencies**

Two profiled companies use external agencies to assist with their recruiting.

- ✧ **Company A** works with Milwaukee, Wisconsin-based Hugh, Ruch and Murphy. The firm assists with ad content, design and placement and assisted in designing the company's on-campus video presentation.
- ✧ **Bank B** works with an external agency to improve the effectiveness of its campus newspaper advertising.

#### **Campus newspapers**

Although many companies have historically placed advertisements in campus newspapers, individuals interviewed indicate that readership levels are low at many campuses; thus this is not always an effective advertising medium. As previously mentioned, **Bank B** utilizes an external agency in an effort to increase its effectiveness in advertising in college newspapers.

#### **Distribute flyers and posters at each school**

Most companies send flyers or posters to all schools prior to attending career fairs, giving presentations or conducting interviews. Regulations governing poster distribution at schools may vary; however, companies may send posters to the career planning office for distribution or ask current students who have served as company interns to distribute them.

#### **Focus advertising dollars**

As profiled companies recruit at a large number of schools and have limited advertising budgets, these organizations focus their advertising dollars on a smaller number of "key" schools. Key schools are selected according to one or more of the following criteria.

- ✧ Diversity
- ✧ Prior success recruiting at that school
- ✧ Proximity to company office/site

#### **Project a single, unified corporate image**

All individuals interviewed emphasize the importance of creating a single, unified corporate image both within each campus and across all schools at which the company recruits. This is particularly important at organizations that decentralize their college recruiting by function or line of business.

### *On-Campus Presentations*

- ❖ At **Company A**, either a member of the recruiting team or the manager of college recruiting conducts an interactive, video-based on-campus presentation. The company worked with an external advertising agency to create the video, which is designed to appeal to a “Generation X” audience. The video describes all aspects of the company in a humorous, quiz format (*i.e.*, the first two responses for each question are typically outlandish, and choice “c” is always the right answer). During pauses between each question, the company representative has an opportunity to elaborate or answer students’ questions.
- ❖ **Bank B**’s presentations differ by line of business. They may include one or more of the following:
  - ✧ Brochures
  - ✧ Executive presentation
  - ✧ Off-campus cocktail session at hotel
  - ✧ *PowerPoint* slide presentation
  - ✧ Question and answer sessions
- ❖ At **Company C**, one of the two senior management sponsors of each school (typically a senior vice president or other senior company officer) presents a video describing the company’s history, a *PowerPoint* slide presentation and runs a question-and-answer session.
- ❖ **Company D**’s presentations currently consist of a *PowerPoint* presentation and company video, followed by a question-and-answer session. Typically, a high-level functional executive speaks at each presentation, offering a global look at the company and its strategy, outlook, *etc.* Presentations may also include recent alumni currently serving in the positions for which students are applying. These alumni discuss their jobs and answer students’ questions.

**EXTENDING OFFERS**

<b>EXTENDING OFFERS</b>				
<b>Company</b>	<b>Who extends offers?</b>	<b>When does company extend offers?</b>	<b>How long do candidates have to respond?</b>	<b>How does company maintain contact with candidate after extending offer?</b>
<b>Company A</b>	Manager of college recruiting or director of college relations	<ul style="list-style-type: none"> <li>Day after second interviews; company holds approximately 40 "second look" days throughout the fall, winter and spring</li> <li>Within five days of offer phone call, candidates receive formal offer letter containing microchip that plays company theme song</li> </ul>	Although company may request that candidates respond within a few weeks, candidates may call to request extensions and take the time that they need to make a decision; company understands that students may need additional time to make this important decision	<ul style="list-style-type: none"> <li>Manager of college relations calls candidate periodically</li> <li>Company's advertising agency is currently designing an "offer pending package" to send to candidates that may include small items (e.g., gum, Ramen noodles) to enjoy while studying for final exams</li> </ul>
<b>Bank B</b>	Line of business recruiters	Varies; bank tries to extend offers quickly to particularly promising candidates	Individual interviewed was unsure of the exact amount of time given to candidates, but estimates that it is approximately two weeks	<ul style="list-style-type: none"> <li>Managers associated with the hiring process call candidate to follow up and answer questions</li> <li>After following up, students are given specific period of time in which to respond</li> </ul>
<b>Company C</b>	Line human resources representative	<ul style="list-style-type: none"> <li>Within three days of final round of interviews</li> <li>Bank typically extends offers during the fall</li> </ul>	No specified period of time; company understands that candidates want to be able to pick and choose among offers	Candidates receive follow-up phone calls from a variety of people, including their potential boss, a human resources representative and potential co-workers
<b>Company D</b>	Human resources recruiter	<ul style="list-style-type: none"> <li>One week following the second interview process</li> <li>"Second round days" occur three or four times during the Fall and twice during the Spring</li> </ul>	<ul style="list-style-type: none"> <li>For Fall offers: mid-January</li> <li>For Spring offers: approximately one month after extending offer</li> </ul>	Candidates receive follow-up phone calls and information via mail from Human Resources, senior managers and/or alumni

### MEASURING THE SUCCESS OF COLLEGE RECRUITING

Profiled companies were able to share the following metrics concerning the effectiveness of their college recruiting functions.

COLLEGE RECRUITING METRICS				
Metric	Company A <sup>3</sup>	Bank B	Company C <sup>4</sup>	Company D <sup>5</sup>
Cost per hire	\$6,300	Information unavailable; bank does not currently have system in place to track these metrics	\$5,500	~\$7,000
Time to fill	~44 days		Not applicable; company gives candidates as much time as they need to respond to offer	Not available
Interview/offer ratio or percentage	<ul style="list-style-type: none"> <li>Students selected for second interview: 50%</li> <li>Students to whom company extends offer after second interview process: 30% to 60%, depending on semester</li> </ul>		Company strives to achieve a ratio of three individuals interviewed for each offer made	23% for business analyst recruits within Merchandising
Offer/hire ratio or percentage	<ul style="list-style-type: none"> <li>53% in 1997</li> <li>Company estimates 70% for 1998</li> </ul>		52%	60% to 70%
College hire retention rate	89% in 1998		87% from inception of program in 1993	Not available
Other metrics	<ul style="list-style-type: none"> <li><b>Campus productivity:</b> company looks at how many offers it extends at each campus, how many accept offers, <i>etc.</i></li> <li><b>"80/20 rule":</b> company strives to adhere to assumption that 20% of the schools at which it recruits should result in 80% of the number of students hired; currently 32% of schools result in 70% of hires</li> </ul>	<ul style="list-style-type: none"> <li><b>Demographics:</b> Bank strives to ensure diversity among hires</li> <li><b>Source of hire</b></li> </ul>	None	None

<sup>3</sup> Information for Company A is based on 1997 data, unless otherwise specified.

<sup>4</sup> Information presented for Company C is based on a relatively new program and therefore may not be entirely representative of the success of recruiting activities.

<sup>5</sup> Information for Company D pertains only to the Merchandising function.

*Collecting Feedback from Students who Turn Down Offers*

**Informal  
telephone  
interviews**

All profiled companies collect informal feedback from students who turn down offers. Typically, the company representative whom the student calls to decline their offer asks the student for the reasons behind his/her decision. The recruiter interviewed at Company D notes that at the end of her conversations with students, she wants them to understand that Company D's job offer still stands if they are unhappy with the job that they eventually accept.

**Written surveys**

While three individuals interviewed typically find that students are forthcoming with their responses, Bank B has found that some students hold back their true feelings. As a result, the bank mails students a written questionnaire.

Company A once mailed out a written survey, but the manager of college recruiting interviewed explains that the survey "did not provide [Company A] with any new information" when compared to an informal telephone conversation.

Professional Services Note

The Corporate Leadership Council has worked to ensure the accuracy of the information it provides to its members. This project relies upon data obtained from many sources, however, and the Council cannot guarantee the accuracy of the information or its analysis in all cases. Further, the Council is not engaged in rendering legal, accounting or other professional services. Its projects should not be construed as professional advice on any particular set of facts or circumstances. Members requiring such services are advised to consult an appropriate professional. Neither Corporate Executive Board nor its programs is responsible for any claims or losses that may arise from any errors or omissions in their reports, whether caused by Corporate Executive Board or its sources.